



WINNING STRATEGIES



Arlington Housing Authority
2006 Annual Report





Arlington Housing Authority Annual Report 2006

Our Mission



"Outstanding people have one thing in common: an absolute 'sense of mission.'"
— Zig Ziglar

The mission of the Arlington Housing Authority (AHA) is to advocate for and pursue affordable housing opportunities for the maximum number of low-income individuals and families in Arlington by

- Establishing partnerships with public or private community service providers
- Effectively communicating with internal and external constituencies
- Attracting and retaining knowledgeable staff and Board members by supporting professional development and personal opportunities
- Maintaining and improving fiscal accountability and operational efficiency

AHA will serve the community and create an environment in which all citizens may support and participate in achieving the AHA vision.



Our Core Values

COMPASSION – Understanding unique client needs; seeking to make a difference; treating clients with respect, empathy, and dignity.

COMMITMENT – Helping others through urgency, thoroughness, and dedication; providing flexibility of choices.

CREDIBILITY – Demonstrating honesty, integrity, knowledge, reliability, and fairness while maintaining the highest ethical standards; fostering accountability, excellence, and financial stability and efficiency.



Our Board of Commissioners



Rick Harris
Board Chair



Mary Jean Moloney
Vice Chair



Barb von der Heydt
Commissioner



Charles Clawson
Commissioner



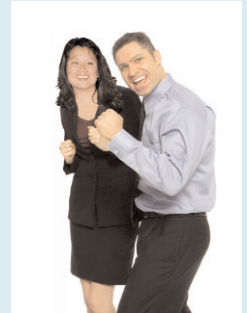
Sabrina Young
Resident Commissioner

The success of any organization is, by large measure, determined by the quality of its leadership. The Arlington Housing Authority (AHA) is governed by a five member Board of Commissioners comprised of community leaders who serve without compensation.

The Board of Commissioners recognizes that, everyday our employees face and overcome tremendous challenges and difficult tasks. With that in mind, the Board of Commissioners set policy for the Arlington Housing Authority upholding high standards of operation to help low-income Arlington families' secure suitable housing and make economic independence a reality.

They provide the leadership and oversight necessary to make Mission and Core Values of the Arlington Housing Authority "come to life" through winning strategies and visionary leadership. They do this through the following strategies:

- Maximize integration of public and private resources
- Effectively and efficiently increase client opportunities and choices
- Demonstrate integrity to earn and maintain the public trust
- Actively and effectively communicate to improve the public perception of the AHA
- Leverage resources and maintain sound financial practices



Our Vision

The Arlington Housing Authority will be recognized by the community as the leader in providing quality housing assistance for low-income individuals and families in the City of Arlington.

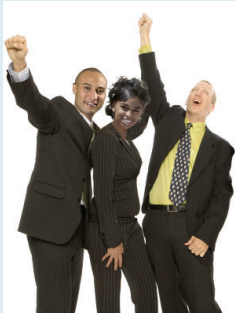
We will provide a full range of housing opportunities and solutions to enable clients to reach their highest potential.

We will maintain the public's trust by demonstrating program knowledge, professionalism, integrity, and accountability.



Arlington Housing Authority Annual Report 2006

Message from the Executive Director



"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

— Andrew Carnegie

On behalf of the Board of Commissioners, staff and participants in the Arlington Housing Authority (AHA) programs, it is my pleasure to present our 2006 Annual Report. Through commitment and teamwork we are strategically planning and improving operations in order to better serve our customers, namely low-income families of Arlington who are in need of suitable housing for their families.

In 2006, we developed winning strategies and made significant improvements in customer service through enhanced technology. Our waiting list was re-opened in March of 2006 through an innovative Internet based system which allowed 10,000 families to apply on-line from the convenience of their homes, or from libraries. In another technological enhancement, the AHA initiated a Pay Card system. This initiative provides a new and more efficient method of issuing utility allowance payments to eligible families. The Pay Card enables families to access mainstream banking services.

We are mindful of our

mission to provide decent, safe and affordable housing for low-

income Arlington families. The AHA realizes that the challenges are great in serving the low-income and homeless families in our community, but so is the need for our programs and services. Therefore, in 2006, the AHA has continued to proactively apply for HUD homeless

grant funding to serve families in our community with the greatest need for shelter. Through coordination with community partners, the AHA enabled 178 homeless families to obtain suitable housing while increasing their self-sufficiency skills. The AHA also continued to provide hope and support to families displaced by Hurricane Katrina and Rita through the Disaster Voucher Program. In 2006, over 130 families continued to receive assistance through AHA.

We encourage and promote individual responsibility, economic growth, human dignity and hope for the future. Staff is committed to helping housing participants achieve economic self-sufficiency. In 2006, the Arlington Housing Authority exceeded HUD's programmatic requirements in the



Family Self Sufficiency (FSS) Program.

The AHA also assisted low-income families to purchase homes through the Arlington Homebuyers' Assistance Program and the Arlington Housing Finance Corporation by providing down-payment and closing cost assistance and assisted three participants to become first time homeowners through the Voucher Home Ownership Program. Through the Housing Rehabilitation Program, the Arlington Housing Authority helped low-income homeowners to improve the livability of their homes by bringing them up to city standards. This program preserves affordable housing for low income senior citizens and persons with disabilities while enhancing the housing stock in the City of Arlington.

The 2006 annual report highlights the remarkable accomplishments achieved as a result of the visionary leadership of the Board of Commissioners and the dedicated efforts of the Landlord Advisory Committee and the Resident Advisory Board. It is my pleasure to share a broad overview of our winning strategies and successes for 2006 that have been accomplished through the diligent teamwork of our staff.

David Zappasodi
Executive Director

Winning Strategies

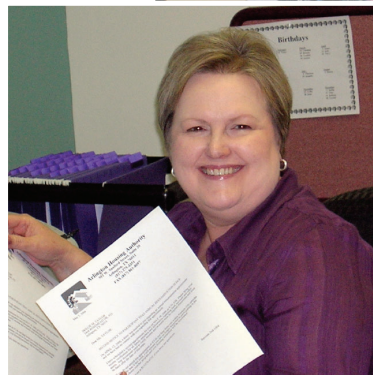
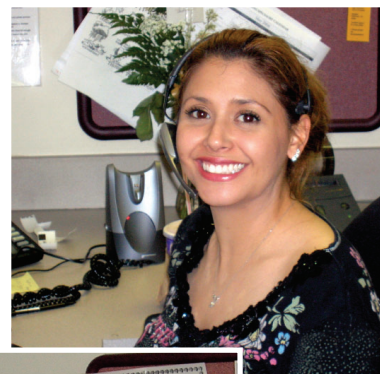
...in achieving efficiency in program management through the Housing Choice Voucher Program

With more than 3,500 rental units located throughout Arlington, the Arlington Housing Authority is a major provider, if not the largest provider of affordable housing for low-income families. The Housing Choice Voucher Program is the largest program administered by the AHA.

Each year, housing authorities are assessed by the U.S. Department of Housing and Urban Development (HUD) on 14 Key Management indicators as part of the Section Eight Management Assessment Program (SEMAP). In 2006, for the fifth consecutive year, the AHA was rated as a “High Performing” housing authority. Achieving the high performer rating is a benchmark of staff’s success in meeting the needs of owners and resident participants while safeguarding program integrity. Being a High Performing housing authority also positively impacts the community and affects future funding for the AHA.

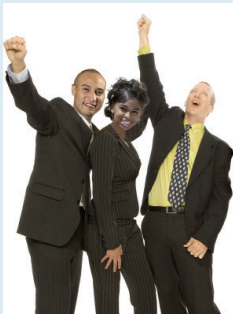
In 2006, the AHA:

- Accepted 202,750 telephone inquiries
- Processed 610 new admissions
- Conducted 5,586 eligibility assessment evaluations
- Conducted 2,765 rent reasonableness assessments and 8,982 housing inspections
- Issued \$21 million in Housing Assistance Payments and produced 19,837 checks for 1,095 property owners under the Housing Choice Voucher program
- Reduced the average rental assistance payment from \$526 to \$484, resulting in a surplus of \$2.8 million in Housing Assistance Payment funds
- Conducted 193 investigations and collected \$22,901 from 20 clients through repayment agreements which resulted in terminating 53 program participants for program abuse and non-compliance
- Effectively managed its \$25 million Housing Choice Voucher (HCV) Program budget and utilized 99.6% of available housing vouchers issued





Winning Strategies



"An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success."

— Stephen R. Covey

... in achieving efficiency in program management through technological enhancements

Reopening of Waiting List

In March of 2006, the Arlington Housing Authority reopened its waiting list through an Internet based application system. This initiative allowed the AHA to process 10,000 new applications with minimal impact on staff while providing a convenient process for appli-



cants. Applicants can apply from the convenience of their homes 24 hours a day, 7 days a week.

Paycard System

The Arlington Housing Authority, in collaboration with J.P. Morgan Chase Bank, initiated a Pay Card system to issue utility payments to eligible Housing Choice Voucher families. The Pay Card initiative enables the Arlington Housing Authority to issue utility reimbursement payments to eligible participants at reduced processing costs.

The Pay Card acts like a debit card that can be used by the participant at retail outlets for purchases or to withdraw cash, making the card very convenient for participants. Appropriate amounts are applied to the Pay Card monthly. There are no fees or other charges associated with the Pay Card program to the Housing Authority or the Housing Choice Voucher Program participants.



Contracts

In 2006, the AHA attained operational efficiencies through outsourcing and contractual relationships with:

- E Network Designs – Information Technology services
- CBeyond – Telephone services
- J.P. Morgan Chase – Banking Services
- Rylander, Clay and Opitz – Audit Services
- Cribbs and McFarland – Legal Services
- A.G. Edwards – Investment Services

Winning Strategies

...in helping homeless families achieve greater self-determination while providing suitable housing

Homelessness continues to be a pervasive problem nationwide. Per HUD's Annual Assessment Report to Congress, on an average day in 2005, 754,000 people were homeless in the United States.



In 2006, the Tarrant County Continuum of Care estimated that on any given night, Arlington has 541 sheltered homeless persons and 17 unsheltered homeless persons. To address this problem the AHA applied for and successfully received \$698,865 from HUD in FY2006 to operate four homeless grants which include two funding

awards for the Shelter Plus Care Program and the Supportive Housing Program, respectively.

The Supportive Housing Program (SHP) promotes supportive housing and services through collaboration with the Arlington Life Shelter and Women's Haven to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible.

The Shelter Plus Care (SPC) Program provides housing and supportive services through MHMR and AIDS Outreach on a long-term basis for homeless persons with disabilities (primarily those with serious mental illness, chronic problems with alcohol and/or drugs, and acquired immunodeficiency syndrome (AIDS) or related diseases) and their families. Eight families were housed at Shadowbrook Apartments (with project based assistance) while fifteen families received tenant-based rental assistance at sites throughout the community.

The AHA partnered with the City to provide rental assistance for 42 families through the HOME Investment Partnership Program's (HOME) Tenant Based Rental Assistance Program (TBRA).

In 2006, the AHA, the City of Arlington and the University of Texas at Arlington collaborated to develop a 10 Year Plan to Combat Chronic Homelessness which will be completed in 2007. This plan will be used as a strategy to combat chronic homelessness using local and federal resources.

2006	Arlington	Tarrant County
Unsheltered	17	350
Emergency Shelter	208	1,635
Transitional Housing	250	1,179
Permanent Housing	83	1,044
Total	558	4,208

Grant	Unallocated Units	Funding Award
2003 SHP Grant	28 units	\$281,981
2005 SHP Grant	28 units	\$157,106
2000 SPC Grant	8 units	\$136,298
2001 SPC Grant	15 units	\$123,480
Total	79 units	\$698,865



Winning Strategies



*"Always bear
in mind that your
own resolution to
succeed is more
important than
any other one
thing."*

—Abraham Lincoln

... in achieving the dream of economic self-sufficiency and home ownership

Through the Family Self-Sufficiency (FSS) Program which is funded through a \$104,236 grant from HUD, the AHA is helping participants in the Housing Choice Voucher Program achieve self-sufficiency. The FSS program offers support and incentives to families seeking economic independence. To accomplish this aim, each head of household signs a contract outlining his or her commitment to self-sufficiency and their goals to be accomplished over the next five years.



The AHA works with local governmental and non-profit organizations and local businesses to develop a comprehensive program that provides each FSS Program family with appropriate skills and educational background to enable them to obtain a wage that can sustain them at the conclusion of the FSS Program.

- ✓ In 2006, the AHA enrolled 120 participants in the Family Self-Sufficiency Program.
- ✓ 43% of FSS participants have progressed in the program to establish escrow accounts. Four FSS participants graduated in 2006 after attaining their program goals, bringing the number of lifetime program graduates to fifty-five. In 2006 the AHA released \$16,404 in escrow payments to eligible graduates.
- ✓ In 2006, the AHA hosted a Homeownership Conference in conjunction with HUD in which area housing authorities developed strategies to facilitate homeownership opportunities for the families that they serve.
- ✓ As a result of the AHA's efforts in the FSS Program, three FSS graduates became first time homeowners.
- ✓ The AHA also participated in Homeownership University along with Legacy Financial, Tarrant County Housing Partnership, the University of Texas at Arlington's Center for Continuing Education and Workforce Development to provide information to potential home buyers, sellers and existing homeowners to promote sustainable homeownership.

Winning Strategies

...in helping families during a time of need



- ✓ In 2006, the AHA processed \$2.7 million in FEMA rental assistance for 543 evacuee families.
- ✓ The Arlington Housing Authority assisted 109 families through the KDHAP program, 130 families through the Disaster Voucher Program and 200 families through AHA housing vouchers.
- ✓ In 2006, the AHA received a NAHRO Award of Merit for assisting families that became victims of Hurricane Katrina and Rita.

In late August 2005, Hurricane Katrina (a category 4 hurricane) hit the Gulf Coast area of the United States causing unprecedented and catastrophic damage to property, significant loss of life, and massive displacement of individuals and families from their homes and communities.

The City of Arlington became a place of refuge for approximately 13,000 persons fleeing the disaster areas (primarily New Orleans) seeking shelter and other services. The AHA and the City of Arlington issued Housing Certificates to 850 families funded through the Federal Emergency Management Assistance (FEMA) to provide safe, decent housing.

In addition to providing assistance through the FEMA funded 403 Interim Housing Assistance program, the AHA provided housing assistance to 109 evacuees through the HUD Katrina Disaster Housing Assistance Program (KDHAP).

In September 2005, Hurricane Rita hit the Gulf Coast, adding to

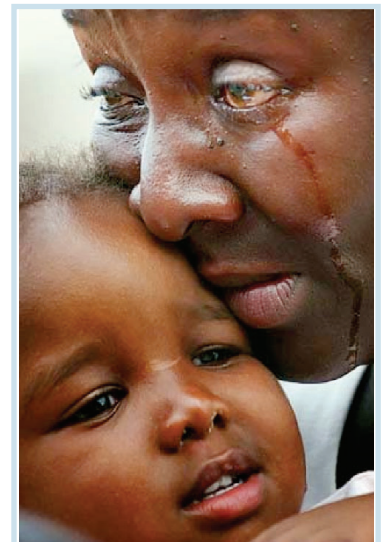
the property damage and displacement that already had been caused by Hurricane Katrina. The AHA provided housing assistance

to families fleeing Hurricane Rita.

With the release of new HUD funding in 2006 for disaster victims, the AHA assisted 130 evacuee families

through the Disaster Voucher Program (DVP). The DVP provides housing for former public housing residents and Section 8 participant families affected by Hurricane Katrina and Rita.

"Never doubt that a small group of thoughtful committed people can change the world. Indeed, it is only this that ever has."
— Margaret Mead





Winning Strategies



"Unless a man undertakes more than he possibly can do, he will never do all that he can."

— Henry Drummond

... to maximize resources to help low-income homeowners to rehabilitate their homes

Housing Rehabilitation Program

In order to maximize resources for low-income Arlington homeowners, the AHA manages the operation of the Housing Rehabilitation Program which has three major components:

- **Owner Occupied Housing Rehabilitation-** Includes major repairs such as roofs, foundations, electrical repairs, etc. The Owner Occupied Housing Rehabilitation Program provides forgivable loans up to \$24,500 to eligible low-income homeowners to rehabilitate their homes to bring their properties into compliance with local codes. The loan is a zero interest rate loan forgivable after 5 years if the homeowner retains the property as his/her primary residence and does not default on mortgage payments. Preferences have been established for assisting disabled homeowners whose income does not exceed 80% of the area median income.

- **Architectural Barrier Removal-** Assists low-income homeowners with disabilities. Some eligible repairs include: removal of architectural

barriers by installing ramps, installing grab bars, and widening doorways.

- **Emergency Repair-** Is administered on a "first come, first served" basis for eligible low-income homeowners to address life-threatening deficient conditions in their home.

The criteria for eligibility for all three programs includes the following conditions:

- The home must be the primary residence and not be offered for sale
- The owner must be an Arlington resident and have owned the home for at least 3 months
- The household income must be within HUD's low-income limits
- The homeowner must be current on property taxes, insurance, and mortgage payments
- Funds may not be used for patios or decks, room additions, installation of fireplaces, window treatments (curtains, blinds, etc.), additions that alter or increase the square footage of the residence, or for repairs otherwise covered by homeowner's insurance



The Housing Rehabilitation Program:

- ✓ Rehabilitated 71 homes; and
- ✓ Expended an average of \$10,774 per job.

Winning Strategies

... to help Arlington residents to become homeowners

Arlington Homebuyers' Assistance Program (AHAP)

The Arlington Housing Authority administers the Arlington Homebuyers' Assistance Program (AHAP) for the City of Arlington. AHAP provides down payment and closing cost assistance to low-income, first time homebuyers. Assistance is provided in the form of a \$7,500 forgivable loan for down payment and closing cost assistance.

The City of Arlington created a Neighborhood Revitalization Strategy Area (NRSA) as part of its 2005 – 2010 Consolidated Plan. In 2006, HUD resources were concentrated in the NRSA for the purpose of revitalizing an area which is bordered roughly by Randol Mill, Collins, Abram and Davis streets. This area is characterized by 76% low- to moderate-income residents, 29% living below the poverty level. While predominantly residential, 79% of the properties are renter occupied.

The area is further characterized as a census tract having the majority of housing built between 1970 and 1989 and above average housing vacancy rates. For properties located in a revitalization area, \$10,000 in assistance is available towards homeownership. \$10,000 is also available to households with a disabled family member. The loan has a 0% interest rate and is payable only if the owner sells, conveys, refinances, or pays off the first lien on his/her home prior to the end of the affordability period.

The criteria for eligibility is as follows:

- The buyer must be a first time homebuyer, or be from a federally declared disaster area and have less than \$15,000 in liquid assets

- The total projected household income for the next 12 months must not be higher than the "low-income" level of HUD income limits. The homebuyer must also contribute a minimum of \$1,000 towards the purchase of his/her home
- The homebuyer must qualify for a mortgage loan with a private lender or mortgage broker
- The home being purchased has to be the buyer's principal place of residence and must be located in Arlington
- The homebuyer must attend a HUD approved homeownership training class

In Program Year 2006, staff revised the Arlington Homebuyer Assistance Program policies and contracted with the Tarrant County Housing Partnership, Inc. to administer the program:

- ✓ 68 low and moderate income families became first-time homeowners.
- ✓ \$444,700 was provided in down payment and closing cost assistance.





Winning Strategies

More winning strategies to help Arlington residents to become homeowners

The Arlington Housing Finance Corporation Mortgage Program

The Arlington Housing Finance Corporation assists Arlington residents to purchase homes in Arlington at below market mortgage rates plus 4% grant assistance for down payment and closing cost assistance through the Arlington Housing finance Corporation Mortgage Program.

Participants must:

- Have a total household income at the time of application that does not exceed the following limits:

Non-Target Area		NRSA Target Area	
1-2 persons	\$62,700	1-2 persons	\$75,240
3 or more	\$72,105	3 or more	\$87,780

- Be first time homebuyers (If purchasing in a targeted area, there is no first time homebuyer requirement)
- Intend to reside in the home being purchased as the principal residence
- Qualify for a mortgage



"A man's accomplishments in life are the cumulative effect of his attention to detail."

—John Foster
Dulles

In 2006, the Arlington Housing Finance Corporation:

- ✓ Issued \$12 million in bonds to enable moderate income families become first time homebuyers.
- ✓ Made 51 loans totaling \$5.3 million for low-income families to help them achieve their dream of homeownership.

The Winning Team



*"Individual
commitment to
a group effort -
that is what makes
a team work,
a company work,
a society work,
a civilization work."*

— Vince Lombardi

The AHA's success in implementing winning strategies in 2006 was made possible through the dedicated efforts of its entire staff who continue to serve participants with dignity and compassion. These winning strategies enable low-income families to meet basic needs of safe, decent affordable housing and move towards economic self sufficiency.



Finance Team



Front Office Team



Grants Management Team



Housing Specialist Team



Inspection Team



Management/Integrity Team



Rehab Team



Financial Statements Balance Sheets

Years Ended September 30, 2006 and 2005

ASSETS	2006	2005
Current Assets		
Cash and cash equivalents	\$6,774,016	\$1,792,650
Investments (at cost)	1,776,006	1,791,005
Adjustments to fair value	<u>(16,721)</u>	<u>(8,162)</u>
Investments at fair value	<u>1,759,285</u>	<u>1,782,843</u>
Grants receivable	1,694,350	162,616
Accrued interest receivable	19,128	5,630
Prepaid expenses	<u>2,461</u>	<u>1,698,597</u>
Total current assets	<u>10,249,240</u>	<u>5,442,336</u>
Capital assets, net of accumulated depreciation	<u>445,725</u>	<u>436,332</u>
Total assets	<u><u>\$10,694,965</u></u>	<u><u>\$5,878,668</u></u>
LIABILITIES AND NET ASSETS		
Liabilities		
Current:		
Accounts payable	\$239,407	\$170,532
Compensated absences	11,951	7,498
Escrows	408,097	305,776
Accrued liabilities	<u>29,406</u>	<u>23,095</u>
Total current liabilities	<u>\$688,861</u>	<u>\$506,901</u>
Noncurrent:		
Other	\$48,206	\$ 48,206
Compensated absences	<u>134,184</u>	<u>137,059</u>
Total noncurrent liabilities	<u>182,390</u>	<u>185,265</u>
Total liabilities	<u>\$871,251</u>	<u>\$692,166</u>
Net assets:		
Invested in capital assets	445,725	436,332
Unreserved retained earnings	<u>9,377,989</u>	<u>4,750,170</u>
Total net assets	<u>9,823,714</u>	<u>5,186,502</u>
Total liabilities and net assets	<u><u>\$10,694,965</u></u>	<u><u>\$5,878,668</u></u>

**Arlington Housing Authority
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**For More Information
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Fax 817 861-8097**



Office Hours:
8:00 a.m.-5:00 p.m. Monday, Wednesday, Thursday, Friday
8:00 a.m.-7:00 p.m. Tuesdays